

# Capacity & Capability Workshop Outputs

Research and Innovation Strategy  
2021-2026



# Research and Innovation Strategy

“Capacity & Capability” is one of four key components to our Research and Innovation.

In the early stages of developing the strategy, this component was given the title of “Workforce”, however, following extensive engagement with staff across the four components of the strategy, it became clear that this component was wider than workforce, encompassing hospital infrastructure, leadership and financial and governance structures.

This component will support the sustainability of our Research and Innovation Strategy. It focuses on building our research capability through promoting research career opportunities.

This document sets out our current position and identifies priorities and areas for improvement over the next five years as identified by our staff through a virtual workshop and interactive virtual Google Jamboard.



Capacity and  
Capability

# Capacity and Capability Workshops

During the workshop, staff attended to represent the following departments/teams:

- Maternity
- Women and Children's Division
- Health Work and Wellbeing
- IT
- Research Department
- HR
- Organisational Development
- NHS Transformation Unit
- Critical Care
- CRN North West Coast and Manchester Workforce Development

*Please see the end of this appendix for full list of attendees.*



Capacity and  
Capability

# SWOT Analysis – Capacity & Capability Workshop (February 2021)

## STRENGTHS

- Digital maturity in Wirral Place resonates with local, regional and national strategies for research
- Abundant portfolio studies, interested patients

## WEAKNESSES

- Lack of clinical space
- Research department workspace
- Time for research in job plans
- Lack of role models – lack of research activity from some clinical leaders has ramification on the next generation
- Lack of time
- Lack of resources
- Lack of funding
- Benefits realisation

## OPPORTUNITIES

- Mature population health digital offering for Wirral
- Secondment opportunities for staff to experience assisting with research
- Asking questions that are clinically relevant to our population by using the digital resources
- Patient portal
- Place & regional working
- Rotational posts to include a research post
- Joint posts – research & specialism
- To refocus from GCP as a rule to “what is needed” to deliver a protocol safely, to a high quality & with the level of participant care needed
- The NIHR CRN Delegation & Training aid is also provided as a learning module entitled delegation of Duties in Research
- Most AfC BS clinical posts in the NHS and above have a commitment to research – what does that mean at WUTH?
- Combining clinical posts with research
- Workforce & Education strategy is currently being developed also which will support the delivery of this strategy.

## THREATS

- Clinical workload pressures
- Staff not believing in research
- Other trust priorities
- Clinical pressures
- Research is not based on population health needs and more to do with the PIs we have who are active

# Building our Research Capability

## Getting the basics right

### Educating Staff

- Staff education as to what sources of information are already available
- Access to hospital generated information
- Funding for training
- Research and innovation video in trust induction
- Competence, capacity and confidence
- Nurture newly qualified NMAHPs who will have completed a research module as part of training – integrate research training into existing forums and programmes. Help them move on from theoretical research to clinical

### Infrastructure

- Workspace
- Dedicated research clinic space
- Regular time slot to discuss research and innovation in the chief nurse meetings
- Clinicians who are PIs should have time in their job description/plan to carry out research activities
- Signage and comms to share awareness of the capability we do have and we can build on this as it develops

## Better

### Information

- Research Dashboard to show current research activity within the trust
- Access and utilisation of place related population information
- Patient portal functionality for mass patient coverage to gather information

### Educating Staff

- GCP as mandatory training for certain staff roles
- Development posts / joint posts to increase exposure to research
- Working with HR and organisational development to look at capacity, capability, competence and confidence of the workforce

## Best

### Infrastructure

- Designated Research Department/Unit that patients can attend

### Information

- Access and utilisation of regional based population health information
- Key messages from WUTH board level – in relation to CQC well-led part of inspection
- Ensure patient/community voices are heard to show staff why research is important to them

# Opportunities for Research Career Progression

## Getting the basics right

### Educating Staff

- Research in appraisals
- Raise awareness that the trust is research active
- Shadowing opportunities
- Training for all
- Opportunities shared in trust induction

## Better

### Infrastructure

- Engaging with HR to align strategic priorities
- Map out areas of interest and opportunities
- Recognition for research activity
- Department research champions

### Educating Staff

- Advertise roles for supporting research so people can have a “taster” if they’re considering taking part but are unsure

## Best

### Infrastructure

- NMAHPs Research Plan/Pathway aligned to NW Strategy – but aligned to Trust/ R&I priorities, not necessarily personal development goals

### Information

- Utilisation of the revised matron’s handbook (Spring 22) – this could

# Establishing a Clear Leadership Framework

## Getting the basics right

- Research activity discussed regularly at board level
- Unit research lead
- Discussion at the chief nurse meeting – updates/ new studies
- Utilisation of the revised matron's handbook
- Removing barriers to nursing and midwifery staff supporting research

## Better

- Departmental research leads
- Belief and commitment at board level
- Clear Governance Structure to ensure oversight and accountability of research and innovation activity

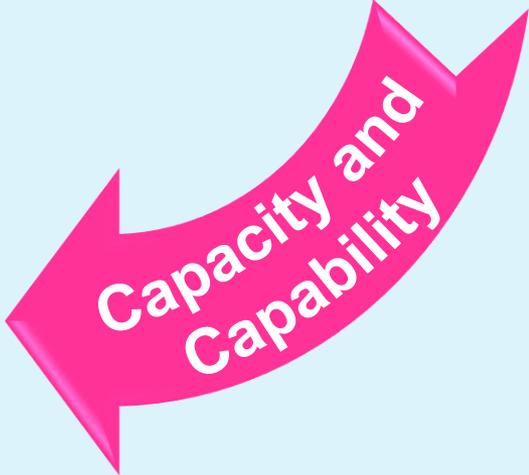
## Best

- Executive support and encouragement for research and innovation activity within the trust
- Research embedded in all leadership roles

# Capacity and Capability Workshop

Many thanks to our clinical and academic partners who attended our Workshops to discuss the Partners and Place Component of Our Research and Innovation Strategy:

- Dr Angela Kerrigan
- Chris Mason
- Fiona Brailsford
- Fiona Ross
- Hayley Curran
- Joanne Mullen
- John Boileau
- Julie Grindey
- Kayad Dualeh
- Lewis McIntyre
- Liz Bailey
- Mary Speake
- Dr Rajaram Burrah



Capacity and  
Capability